

**Page Denied**

~~SECRET~~

29 April 1986

MEMORANDUM FOR: Director of African and Latin American Analysis  
Director of Central Reference  
Director of Current Production and Analytic Support  
Director of East Asian Analysis  
Director of European Analysis  
Director of Global Issues

[redacted]  
Director of Scientific and Weapons Research  
Director of Soviet Analysis  
Director of Near Eastern/South Asian Analysis  
Chief, Collection Requirements and Evaluation Staff  
Chief, Arms Control Intelligence Staff  
Chief, Analytic Support Group

25X1

VIA:

*JS* Helene L. Boatner  
Director, Management, Planning and Services

[redacted]  
Chief, Resource, Planning and Management Center

25X1

FROM:

[redacted]  
Plans Chief, Resource, Planning and Management Center

25X1

SUBJECT:

Comparative Profile of Junior Professional EODs

1. The attached study on the change in quality of junior-level EODs--prepared in the Office of Management, Planning and Services--is provided for your consideration. The ADDI has directed copies be provided to each Office Director and Staff Chief. The study will be sent to O/P/DDA after addressess have provided their comments.

2. It shows our recruiting program is paying dividends, as the quality of new-hires appears to have improved somewhat in the past few years. We believe this paper lays to rest visceral impressions of reduced quality held by some managers. Recent EODs are younger and less experienced, however, and do need to be brought along to realize their potential. And their large numbers signal some potential for promotion bottlenecks and attrition problems on the horizon.

25X1  
25X1~~SECRET~~

SECRET

SUBJECT: Comparative Profile of Junior Professional EODs

3. The author of this study is [ ] on contract in the Resource Planning and Management Center within MPS. Please direct your questions or comments on this study to him. He can be reached at [ ]

25X1

25X1

25X1

Attachment:  
As stated

DISTRIBUTION:

- 1 - Addressees
- 1 - C/MPS/RPMC
- 1 - C/MPS/RPMC/Plans
- 1 - DI/MPS/RPMC/Chrono

DI/MPS/RPMC/[ ] (25Apr86)

25X1

SECRET

SECRET

COMPARATIVE PROFILE OF JUNIOR PROFESSIONAL EODs

Directorate of Intelligence  
Office of Management,  
Planning and Services  
Resource Planning and Management  
Center  
Author:  Contractor  
April 1986

25X1

SECRET

SECRET

EXECUTIVE SUMMARY

A comparison of recently-hired entry-level professionals with predecessor groups suggests that the quality of new hires into the DI has improved somewhat in the past four to seven years. The findings would appear to refute concerns voiced by some managers that the overall quality of professionals is down.

On the plus side, this study shows that in comparison with earlier groups:

- o Recent entrants sampled for this study have better aptitudes for skills associated with analysis and for dealing with people as well as superior work attitudes.
- o The number of ill-suited and marginal entrants has been cut sharply over earlier sample years.
- o We seem to be having greater success in hiring specialists, especially in hard-to-get areas like cartography.
- o New hires apparently are being better matched with entry level positions.
- o Separation-from-Agency rates are down sharply for the most recent group. Only three (2 percent) of 147 professionals hired in FY-84 have left the agency compared with 8 to 9 percent for the previous groups during a comparable period.

These pluses are offset to some degree.

- o Recently hired junior-level professionals (GS grades 7-11) are younger by an average of two years.
- o Being younger, they bring with them less prior work experience than comparable groups of entrants of four to seven years earlier.

SECRET

SECRET

- o More new entrants are leaving the DI for other agency components.

This suggests that DI management carries a greater burden than in the past of ensuring adequate career development programs for recent entrants if their potential is to be realized.

The large influx of younger entrants also signals possible promotion bottlenecks. If current promotion rates continue, the bulk of new entrants may be facing bleak promotion prospects by the mid-1990s, with more than two-thirds of their careers remaining. This situation, in turn, could lead to new attrition problems.

SECRET

SECRET

TABLE OF CONTENTSCOMPARATIVE PROFILE OF JUNIOR PROFESSIONAL EODs

	<u>Page</u>
Executive Summary	i,ii
Background.....	1
FY 1984 Statistical Profile.....	3
Comparison With FY 1977 and FY 1980	
PATB results.....	5
Entry ages.....	6
Educational level by degrees earned.....	7
Work experience.....	8
Military experience.....	8
Foreign travel.....	9
Foreign language skills.....	9
Occupational shifts.....	10
Entry grades.....	11
Promotion rates.....	12
Par ratings.....	13
Attrition rates.....	13
Non-Qualitative Demographic Changes	
Male/female ratios.....	15
Minority hires.....	15
Conclusions	
Quality of professionals.....	16
Other issues.....	17
Recommendations.....	19

SECRET

SECRET

COMPARATIVE PROFILE OF JUNIOR PROFESSIONAL EOD'SBACKGROUND

This study is one of several being produced in the Office of Management, Planning and Services addressing the recruitment and retention of high quality professionals in the Directorate of Intelligence. One question underlying all of these efforts is whether the quality of professionals has suffered due to the increased pace of hiring, lags in the recruitment process, keen outside competition for certain occupational types, and the departure of seasoned professionals.

To better understand these issues, this study attempts to provide an objective method to identify and measure the types and quality of new entrants in the DI. Because no single or absolute standard of quality exists against which new professionals can be measured, a comparative approach was taken. To this end, this study was designed to compare the backgrounds, qualifications, performances, attitudes, and attrition rates of recently-hired junior professionals with predecessor groups.

In part, the study and its comparative approach is intended as an experiment to test whether this methodology is a valid indicator of the quality of new entrants. If this approach in fact provides DI management with useful information and analysis, this study can be used as a baseline against which the profiles of future groups of entrants can be compared. At the very least, it will help determine if new data measuring quality need to be developed and recorded. Ultimately, a sensitive indicator of quality would be useful as a management tool to measure the effectiveness of new recruiting efforts, hiring practices, and efforts to stem attrition rates.

For reasons of expediency, a sampling approach has been taken. Three groups of DI professionals who EOD'ed in grades GS-7 through 11 were chosen. The "recent-hires" surveyed are the 147 individuals who entered on duty in FY

SECRET



SECRET

1984. They are the most recent entrants for whom a performance record has been established. The two groups picked for comparison purposes are the 77 EODs from FY 1977 and the 107 EODs from FY 1980. FY 1977 is the earliest year for which comparable data are available. FY 1980 was chosen as a mid-point in the survey period with an eye towards verifying trends. The total number of entrants sampled in this project is 331.

Data were taken from available series and mainly provided by the Office of Personnel from its automated personnel profile data base. From this source, data on entry age, grade, occupation, hiring office, race, sex, academic backgrounds, work experience, travel experience, and language capabilities were compiled. PAR scores and promotion rates were also obtained from OP data bases. The Psychological Services Division of OMS provided information on significant changes in PATB results from group to group. Official personnel files were used to fill gaps in the automated record and to review the backgrounds of departed employees. Finally, a small number of interviews were conducted with EODs from each group in order to flag changes in attitudes.

SECRET

## SECRET

FY 1984 EODs  
STATISTICAL PROFILE

THE BASE SAMPLE

One hundred and forty-seven professionals entered on duty at the GS grade levels of seven to eleven in FY-84. Of these, 93 were brought on board as Intelligence Officers, 24 as career trainees, and the balance as professional support personnel such as computer system specialists, librarians and cartographers. Their distribution among the hiring offices is as follows:

<u>OFFICE</u>	<u>NUMBER</u>
OCR	29
OSWR	20
OGI	18
OEA	17
OIA	16
SOVA	15
ALA	12
CPAS	8
EURA	6
NESA	4
ASG	1
ODDI	1

FY 1984 STATISTICAL PROFILE

The statistical profile for the FY-84 group, at the time of their entry, is as follows:

- o 83 were male (56%); 64 were female (44%).
- o Three were of a minority race (2%).
- o Average age was 25.6 years.
- o Average entry grade was 8.7.

SECRET

- Now that  
is a difference*
- o All entrants, except one, held college degrees, including: five doctorate, 64 master, and 74 bachelor degrees.
  - o Nearly all entrants laid claim to having some prior work experience. One-half held full-time jobs of more than one year in duration. Twenty-nine percent held full-time positions in the specialty area for which they were hired.
  - o Eight percent had military experience.
  - o Twenty-nine percent had working foreign language capabilities.
  - o Thirty-eight percent had extended overseas experience.

#### PERFORMANCE AND ATTRITION

In the past two years, the performance of the FY-84 group has been as follows:

- o The initial PAR evaluation for FY 1984 entrants averaged 4.8.
- o Only three entrants received PAR ratings of 3 or below in their initial fitness report.
- o The average of the "most recent PAR score" for the group as a whole increased to 5.1 -- matching the DI average.
- o To date, three have separated from the Agency; fifteen have moved to other agency components.

SECRET

SECRET

COMPARISON WITH FY 1977 AND FY 1980

A category-by-category comparison between the FY 1984 EODs in grade 7-11 and their counterparts of FY-77 and 80 reveals some marked differences. The most pronounced changes are a shift in the age distribution towards younger hires and a reduction in directly-related work experience the new-hires brought to their jobs. In both cases, the most recent entrants appear to lack some of the maturity and experience of their predecessors. At the same time, PATB scores indicate the 1984 group possesses superior skills and attitudes, especially a better attitude towards work. This latter shift appears to be reflected in a sharply lower separation-from-agency rate. Other series, such as level of education, show little change.

PATB RESULTS

A comparison of average PATB scores for the three groups indicates the most recent hires have the "best" results.

- o FY-84 entrants scored the highest marks in all four of the major testing areas: intellectual ability, interests, temperament, and work attitudes. FY-80 entrants scored the second highest marks.

A breakdown of individual measures shows significant improvements for FY-84 entrants in 14 out of 30 categories.

- o FY-84 entrants scored significantly better than either of the two earlier groups in seven out of the

SECRET

SECRET

fifteen scales of the "Work Attitudes Inventory". The FY-84 group showed increased willingness to accept supervisory control, to exert control as a supervisor, to train, and to accept annoyances in the work environment. They were also more willing to deal with people socially and willing to make judgments concerning other people. All of these factors would appear to be pluses for new DI personnel.

- o Improvements were also registered in four of the seven measures of intellectual ability including abstract reasoning, mathematical logic, and interpretation of data which should translate into improved analytical skills.
- o Gains in the scale measuring temperament centered mainly on increased self-confidence.

#### ENTRY AGES

The average age of the FY 1984 entrant in grade 7-11 is about 1.5 years younger than their predecessors:

#### AVERAGE GS 7-11 EOD AGES

<u>FY 1977</u>	<u>FY 1980</u>	<u>FY 1984</u>
27.1	27.4	25.6

More importantly, the ages of the newest entrants are largely clustered around the 22 to 27 year-old range. As the appended graphic shows, less than 10 percent of new entrants were over 30 compared with at least 25 percent for the two comparison periods. (See Graph 1)

SECRET

SECRET

The impact of this younger group is pronounced because the number of new hires has increased. In absolute terms, more analysts under the age of 25 came on board in FY 1984 than in the two earlier years combined. This increased number of young hires combined with relatively high entry grade levels may create future promotion bottlenecks and associated retention problems for this group.

#### EDUCATIONAL LEVELS BY DEGREES EARNED

No clear trends emerge from the comparison of data on educational levels.

- o FY-84 EODs possess fewer members with work beyond the master's level than either the two preceeding groups. Otherwise, FY-84 is a close match to the FY-77 profile.
- o FY-80 appears to be an exceptional year because of the economic recession. Over one-quarter of the new hires had academic work in excess of a master's.
- o Otherwise, new hires tend be equally split between bachelor's and master's degrees. This pattern has not changed significantly over the sample years. (See Graph 2)

Name schools and overseas educational experiences appear to be well sprinkled throughout in each sample. FY-84 entrants include graduates from Oxford, McGill, Stanford, London School of Economics, and a number of Ivy League schools. Most EODs attended major state institutions, however.

No readily available data series are available to compare academic achievement.

SECRET

SECRET

WORK EXPERIENCE

Ninty-nine percent of the newest group claim a work background. About 85 percent from earlier groups list work experience. An examination of specific records reveals that much of the prior work record was non-skilled or brief, part-time employment. Such experience should not be completely discounted as it probably, at a minimum, shapes work attitudes. More directly related to measures of quality are adjusted work records, however:

- o When unskilled, part-time, and jobs of less than one year in duration are excluded, the FY 1984 group has about the same record as earlier groups. Roughly one-half of each group held full-time civilian or military jobs of more than one year.
- o Counting only full-time work that relates directly to matters in the DI, only about 28 percent of the most recent group can claim such work experience compared with 43 and 48 percent for the two other groups. (See Graph 3)

MILITARY EXPERIENCE

The number of EODs with military experience has fallen off sharply.

- o Only 12, or 8.3 percent of the FY-84 group had served in the armed forces compared with more than 25 percent for both previous groups.
- o Moreover, only three individuals with military experience in the FY-84 group held jobs related to topics of substantive interest, such as military intelligence or jobs requiring proficiency in a foreign language.

SECRET

SECRET

## Military Experience

(Number with military service  
/as Percent of total entrants)

	<u>FY-77</u>	<u>FY-80</u>	<u>FY-84</u>
Military service:	21/27.3	27/25.2	12/8.3
Directly-related Military service:	18/23.4	15/14.0	3/2.1

FY-1984 data also show that of the three junior-level professionals hired as IO-Military Analysts, only one had military service. None of the four individuals hired in FY-84 as Career Trainees who subsequently became military analysts had military service.

FOREIGN TRAVEL

About 38 percent of the FY-84 EODs had significant foreign travel experience (foreign residence, study abroad, or job-related travel). This is roughly equal to FY-77 and up from the FY-80 level of 27 percent. When the military-related foreign travel experience is discounted from the earlier groups, the FY-84 group's experience is above both previous groups.

FOREIGN LANGUAGE SKILLS

In terms of foreign language expertise, the FY-84 group is on a par with FY-80 but below that of FY-77.

SECRET



SECRET

- o In FY-77, nearly 40 percent of the entrants possessed some working knowledge of a foreign language as evidenced by testing or by virtue of having worked in positions such as translation. Five FY-77 entrants were language majors.
- o In FY-80, only 27 percent of the EODs possessed language skills, five of which were language majors.
- o In FY-84, 41 entrants, or 28.5 percent, held working foreign language skills; seven individuals majored in a foreign language.
- o Unfortunately, most language skills tended to fall into the less critical areas of need such as Spanish, French and German.

#### OCCUPATIONAL SHIFTS

A comparison of entry occupations indicates some shifts in hiring patterns.

- o The figures seem to indicate some success in hiring hard-to-get specialists and less need or desire for generalists. Economists and engineers comprised the two largest categories of new intelligence officers in FY-84. IO Generals made up 40 percent of the entrants in FY-80, but accounted for only 6 percent in FY-84. To some degree, the differences probably are a reflection of more accurate labeling of the job categories for positions and personnel.
- o The entry data also reflect the increased emphasis given to career trainees. CTs increased from zero in FY-77 to five in FY-80 to 24 in FY-84.
- o Professional support personnel also accounted for a larger percentage of EODs in FY 1984. The hiring of eight cartographers in FY-84 marks another success in hiring hard-to-get types.

SECRET

## SECRET

A comparative listing for the three sample years is as follows:

<u>OCCUPATIONS</u>	<u>SAMPLE YEAR</u>		
	<u>FY-77</u>	<u>FY-80</u>	<u>FY-84</u>
IO General	9	43	9
IO Economist	27	13	32
IO Engineer	1	4	13
IO Military	0	10	3
IO Scientist	6	11	7
IO Geographer	3	6	5
IO Political	0	0	8
IO Biographers	-	-	6
Inter Res Spec-IA	11	9	10
Career Trainees	-	5	24
Watch Officers	12	-	-
Librarians/Info	2	3	13
Editors	1	0	2
Cartographers	0	1	8
Document Analysts	4	2	5
Computer Systems	0	1	2

ENTRY GRADES

Although changes have occurred in the typical EOD, the average entry grade has been stable over the three sample years. There does appear to be a greater tendency to bring new entrants on at the GS-9 level, however.

- o The average EOD grade in 1984 was 8.7--exactly the same as in 1977. It had risen to 9.1 in 1980 but this was probably an abnormally high average due to a large number of Ph.D.'s hired at that time.
- o The averages obscure a shift towards the center of the scale. As the appended graphic shows, 42.9 percent of the FY-84 entrants came on board as GS-9s compared with 16.9 and 27.8 percent in the two earlier sample years. This shift reflects fewer hires at GS-10 or 11 levels (fewer Ph.D.'s and less

## SECRET

extensive work histories) as well as a move away from hiring at the lower grades. (See Graph 4)

### PROMOTION RATES

Promotion rates appear to be running at the same pace for recent entrants as for former groups: about one grade increase every two years. The data show a faster annual increase for the more recent groups but this can be accounted for by the shorter promotion times for the more junior grades. All except one FY-84 entrant have been promoted at least once. Average current grades for each sample group are compared with average entry grades in the following table.

<u>Sample Year</u>	<u>Average Entry Grade</u>	<u>Average Current Grade</u>	<u>Average Annual Increase</u>
FY-77	8.7	12.9	.47
FY-80	9.1	12.4	.55
FY-84	8.7	9.9	.60

Perhaps more striking is the impression that over the longer time frame, as shown in data for FY-77 and FY-80 entrants, professionals appear to be hitting promotion bottlenecks with less than one-third of their career passed. A comparison of current grade levels appears to illustrate this. Assuming a retirement age of 55, FY-77 EODs have about 19 years left in their careers. The bulk of FY-77 EODs are already GS-13s after nine years. FY-80 EODs with 23 years to go are just one-half grade behind the earlier group. At these rates, FY-84 EODs will be nearing an average grade of GS-13 with nearly 24 years left in their careers. (See Graph 5)

SECRET

PAR RATINGS

PAR ratings have not significantly changed over the period during which the current rating system has been in effect.

- o In each case initial ratings averaged just below the 5.0 mark.
- o Data from all three sample years show that PAR scores for any given individual are more likely to improve than deteriorate after the first rating; few instances of sharp declines in performance, as measured by PAR ratings, were observed.

ATTRITION RATES

Attrition rates for the FY-84 group appear to be better than the previous groups. Data to date for the FY-77 and FY-80 sample groups show 83--or 45 percent--of the 184 professionals hired in these two sample years have left the DI. Fifty nine of these have left the Agency. Twenty four have transferred to other agency components--mainly the DO.

There has been a sharp decline in the number of new junior professionals separating from the Agency in the initial period of employment. A increasing number of the recent entrants have gone to other Agency components, however.

- o Only three, or 2 percent, of the FY-84 entrants have separated from the Agency to date. During a roughly comparable period of about two years, 9 percent of the FY-77 entrants had departed (four within a seven month period) and 8 percent of the FY-80 entrants had left.
- o Fifteen (10 percent) of the FY-84 EODs have moved to other agency components: five OSWR hires to the DDS&T, five Career Trainees to the DO, and the

SECRET

SECRET

remainder to various other components. The rate for internal agency transfers for the FY-84 group appears to be running ahead of earlier years. Only 12 to 14 percent of the earlier groups have transferred to date.

An effort to identify sub-groups with greater propensities for separation was largely unsuccessful. Almost every sub-group of entrants, such as EODs over thirty years of age, females, Ph.D.'s, or those with military experience, have roughly matching attrition rates of 25 to 35 percent.

A review of over 70 percent of the personnel files of the departees from FY-77 and 80 revealed some interesting patterns:

- o Departees who left shortly after their entrance on duty tended to be split between marginal performers, individuals who felt they were misled as to the nature of the job, and those who apparently just changed their minds.
- o Departees with marginal performance records were in the minority. A reading of fitness reports indicated that most marginal performers tended to have difficulties meeting production performance standards. Most appeared to have adequate tools to perform research in their areas but did not meet specific production requirements. In the case of analysts, this tended to translate into "writing problems". In two cases, departing females thought they were discriminated against but both appeared to be suffering strains of job-related pressures. Only in a couple of instances did individuals have attitude problems, i.e. they did not try to do the work.
- o Departees with established performance records tended to be above average personnel. Reasons for departure ranged from low pay to wanting to return to school and shift careers. Personnel files for 28 departees contained information on new positions. Of these, twelve took other government positions, nine moved to the private sector, and seven returned

SECRET

SECRET

to school. In a few cases, mismanagement appeared to be the causal factor but no regular patterns emerged in these cases to indicate problems in particular offices.

#### NON-QUALITATIVE DEMOGRAPHIC CHANGES

Some demographic shifts have also occurred which are not related to the quality of incoming professionals but may bear on attrition rates for some sub-groups.

#### MALE/FEMALE RATIOS

The number of new professional female entrants was up sharply in FY 1984 to 64:

- o Women comprised 44 percent of the newest entrants compared with about 32 percent in both FY-77 and 80.
- o Female hires continued to be a year or two younger than males, continued to have less education and continued to be hired at a grade level lower than men.

#### MINORITY HIRES

A marked downward trend in minority hiring is evident over the three sample years.

- o Minority hires totaled only three in FY 1984. This was down from ten in FY 1977 and eight in FY 1980.
- o On a percentage basis, the difference is even sharper: from 12.9 percent in FY-77 to only 2.0 percent in FY-84.

SECRET

SECRET

CONCLUSIONSQUALITY OF PROFESSIONALS

The statistics do not reveal a clear cut answer about whether the quality of junior-level professionals has improved or deteriorated. On balance, the numbers and comparisons suggest some improvement. The study does not tell whether this improvement is good enough, however.

The improved PATB scores do indicate the quality of professional entrants is getting better over time. Improvements in aptitude and attitude should provide benefits to the DI in the short run in terms of better performance at the junior level, and potentially in terms of better managers for those who reach that level. Unfortunately, all attempts to date to correlate PATB results and performance have proved futile. It remains to be seen if the improved PATB results translates into better on-the-job performance. Addition studies now underway in the Office of Medical Services on PATB results may help shed some light on this question.

ILLEGIB

The data do show quite clearly that the number of ill-suited and marginal entrants has been sharply cut. The percentage of marginal fitness reports is down and far fewer recent-hires have left. Increased attention to hiring practices and less secrecy during employment interviews probably have been major factors in reducing this problem. Although the DI is losing entrants to other components, some consolation can be taken from the fact that such transfers do not increase the overall burden on the Agency's recruiting pipeline.

The data also show greater success in hiring specialists, especially in hard-to-get areas like economics and cartography. One should be able to conclude from this that new professionals are better matched to specific positions than was the case with large numbers of generalists. Increased office participation in the hiring process probably can be given a great deal of credit for this development.

SECRET

SECRET

The impact on quality of the shifts in the demographics of junior-level professional entrants is less clear. The DI is hiring a "younger" professional with less experience. This has to mean, in the very short term, less capacity for production than someone with several years experience in a specialty area. Improved aptitudes and attitudes can offset any short-term disadvantages, but only if DI management actively seeks to develop the career potential of the new entrants. The large numbers of younger entrants makes this an especially demanding challenge.

These findings appear to refute concerns of some managers that the overall quality of professionals is down. There may be pockets of problems where the entrance standards for applicants have been significantly lowered, especially for occupational types in high demand such as engineers. But improvements in those cases rest more with managers rather than the recruiting process. If serious problems of widespread, poor performance on the part of new analysts do indeed exist, PAR ratings reviewed for this study do not reflect them.

Similar PAR ratings and promotion rates for the sample years suggests little change in the quality of new-hires. One might suspect there has been a greater variation in the performance of new entrants, over time, than these numbers would suggest. It is not possible to come to any definite conclusions on the basis of the information in this study but one could guess that managers grade new entrants more on the basis of "convention" than by comparing performance with job demands.

#### OTHER ISSUES

The large influx of younger professionals does signal the possibility of exacerbated promotion bottlenecks and new attrition problems down the road. Entrants from FY-77 and FY-80 have advanced, on average, one grade level every two years. FY-84 EODs are matching this schedule so far. At this pace, the most recent entry group will average GS-13 in about seven years with over twenty years of their careers remaining. If the GS-14 level remains the Journeyman grade for the average analyst, a large number of the current group of entrants may have to settle for bleak promotion prospects for the bulk of their careers. Although this is not a new problem, the large numbers of recent hires and their

SECRET



SECRET

relative youth would appear to aggravate the situation considerably. The Office of Personnel has been asked to model this problem and a more definitive study should be available by May 1986.

SECRET

SECRET

RECOMMENDATIONS

Resist temptations to cut back on training and development programs for junior-level professionals.

Offices are well aware of their own problems and already have programs to help EODs along. Ongoing efforts, such as training programs in area studies, the development of effective mentor programs, writing courses, and language incentive programs are all necessary. The same holds true for foreign travel opportunities and other broadening experiences. To the extent that development programs can be crafted on an individual basis to fill gaps in backgrounds and to develop areas of expertise needed by the DI, such programs should be more profitable for the DI. Current rounds of budget cuts may tempt some to cut back on these efforts. It must be recognized that the trend to hiring younger, less experienced professionals does carry a cost of developing their expertise and abilities once they are on board.

Take early action to avoid potential promotion bottlenecks and their associated attrition problems.

The large number of young professionals is not a new finding, but their unprecedented number does dictate the identification of potential promotion bottlenecks. If the Office of Personnel study validates the preliminary findings of this paper, early action would be required if potential attrition problems are to be avoided. Promotions for average performers may have to be spread out to avoid large numbers of analysts hitting inflexible ceilings at the same time. Given that GS-14 is the effective ceiling for most analysts, an excess of eligible analysts over higher-graded slots can be expected by 1994, assuming current promotion rates. Stretching out the time between promotions would give some breathing room. Another alternative is increased effort to provide achievement awards and non-monetary recognition for the analyst profession. We could also gradually increase the number of higher slots in the Senior Intelligence Analyst Program. And we can make a more concentrated effort to keep people motivated and challenged by moving them between offices and/or directorates.

SECRET

SECRET

Security concerns argue against solutions such as up-or-out policies.

Pursue cooperative efforts with the Office of Medical Services to measure effectiveness of PATB results.

PATB results are a major applicant screening and hiring tool. Few managers understand, however, exactly how PATB results and applicant potential relate. One could probably hazard a guess that even fewer managers know what mix of attributes measured by the PATB is most desirable for a particular position. Because the PATB has been given to a large number of applicants over a long time period, it might be possible to correlate specific measures of the PATB with proven performers. Although previous attempts to do this have been fruitless, the Psychological Services Division of OMS is working on a study commissioned by the DI in August 1985 that may yield some results in this direction. It represents the largest such effort ever. The study is technically difficult and OMS manpower is limited. This subject should be considered important enough, however, for OMS to give a somewhat higher priority to bringing this study to a conclusion.

Develop an information data base on new-hires for use as a management information system.

This study revealed some gaps in OP and DI data bases. Much of the information used in making hiring decisions is not stored in one central location. Although biographic profiles are kept on employees, GPAs, PATB results, and information on outstanding qualities and attributes are only available at the time a hiring decision is made. To the extent the DI wishes to improve its ability to spot and hire exceptional professionals who will make a career-long commitment to the DI, a management information system might help. Such a system could be used, over time, to correlate key factors in hiring decisions with performance and provide managers with some feedback on their track record. Recognizing no system will replace subjectively-made hiring decisions, such an effort would encourage managers to more carefully define what characteristics they are looking for in applicants and better use the data they do have.

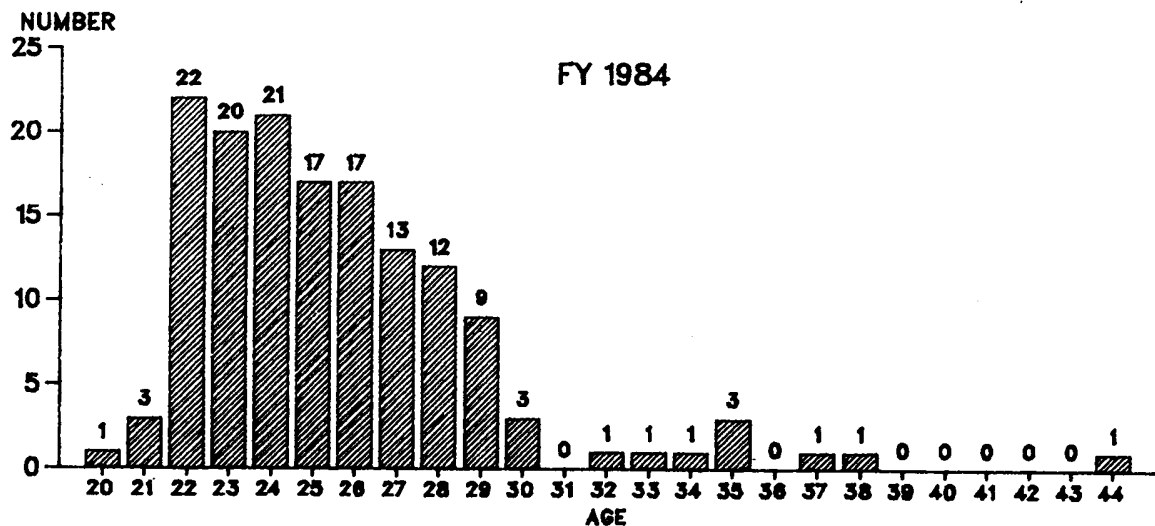
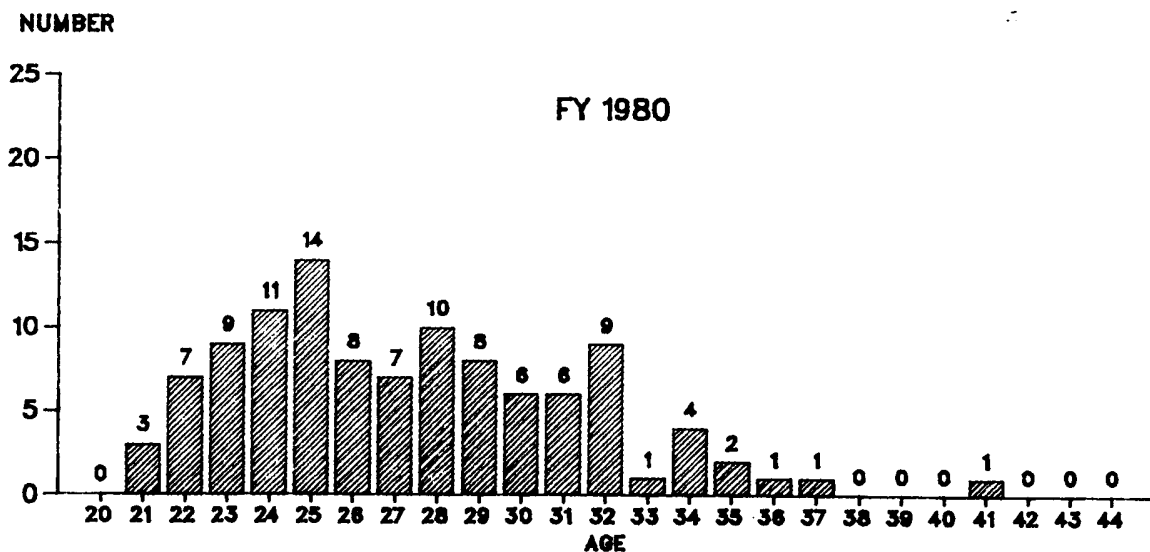
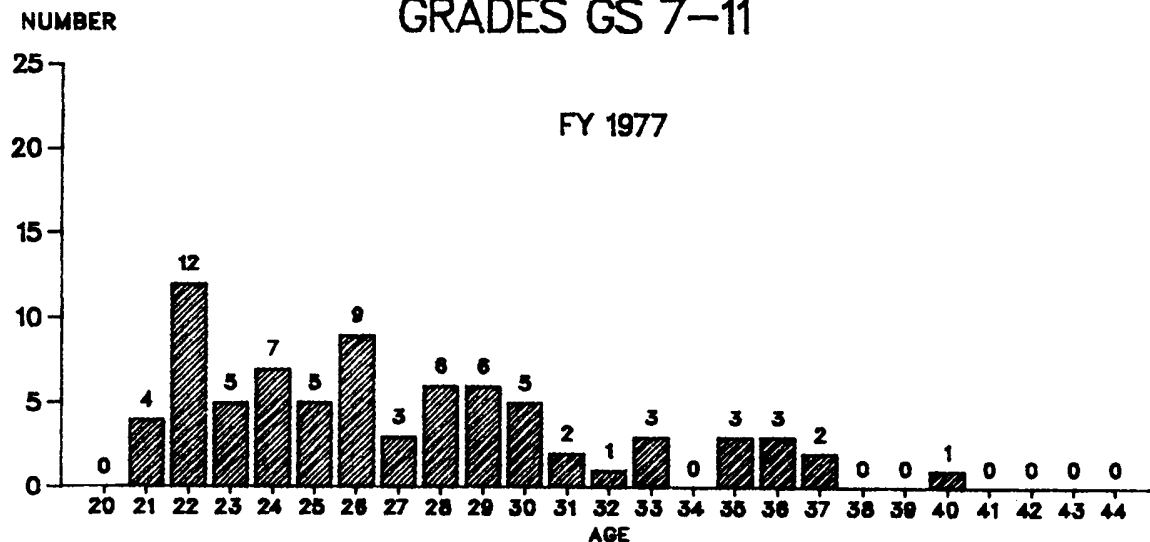
SECRET

SECRET

Impress on managers that objective criteria, such as GPAs, cannot substitute for subjective judgment in making hiring decisions.

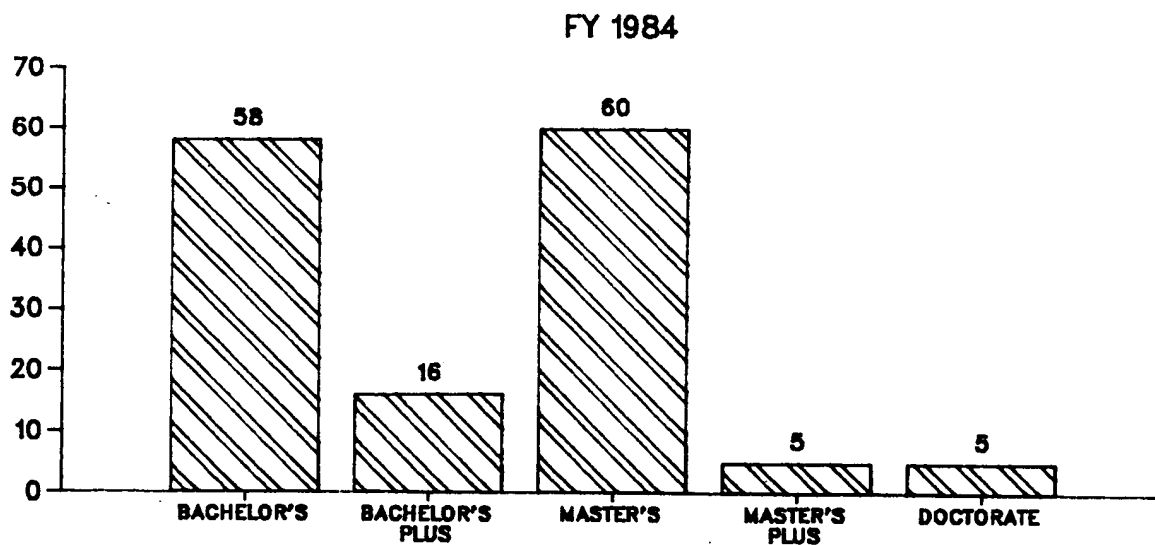
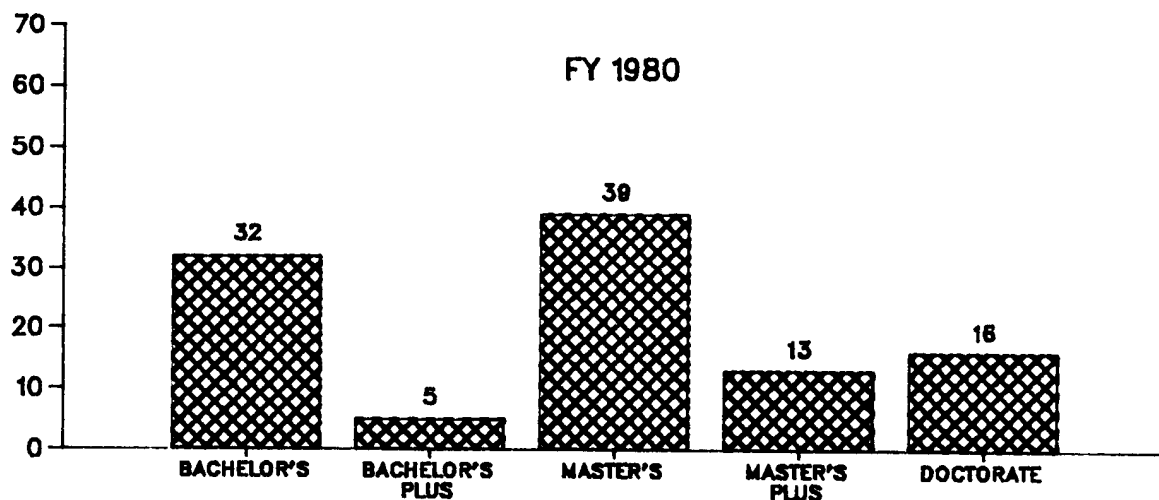
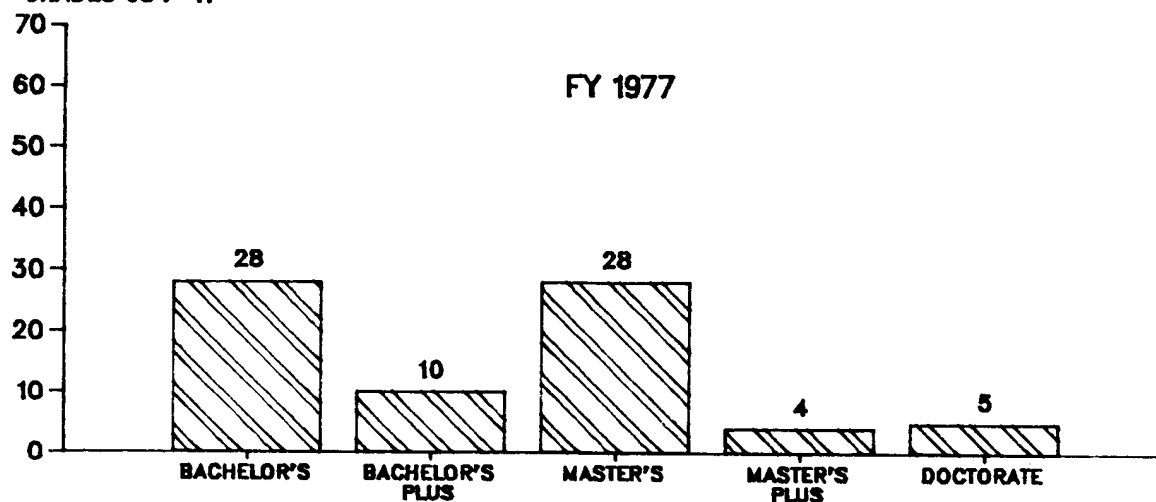
This study does show that the data collected on each EOD does not adequately measure their potential and even less their motivations. Attempts to correlate factors such as age, education, or experience with groups of high achievers, marginal performers, or departees proved unsuccessful. In other words, applicants with "good" credentials are just as likely to turn out to be marginal as exceptional; moreover, good performers are even more likely to become attrition statistics than poor. Even if better measures are developed to quantify these factors, time spent with applicants to understand their motivations and ultimate goals, as well as their abilities, should be considered a necessary investment if the DI is going to hire career-long employees.

SECRET

**SECRET****GRAPH 1****AGE OF ENTRANTS  
GRADES GS 7-11**

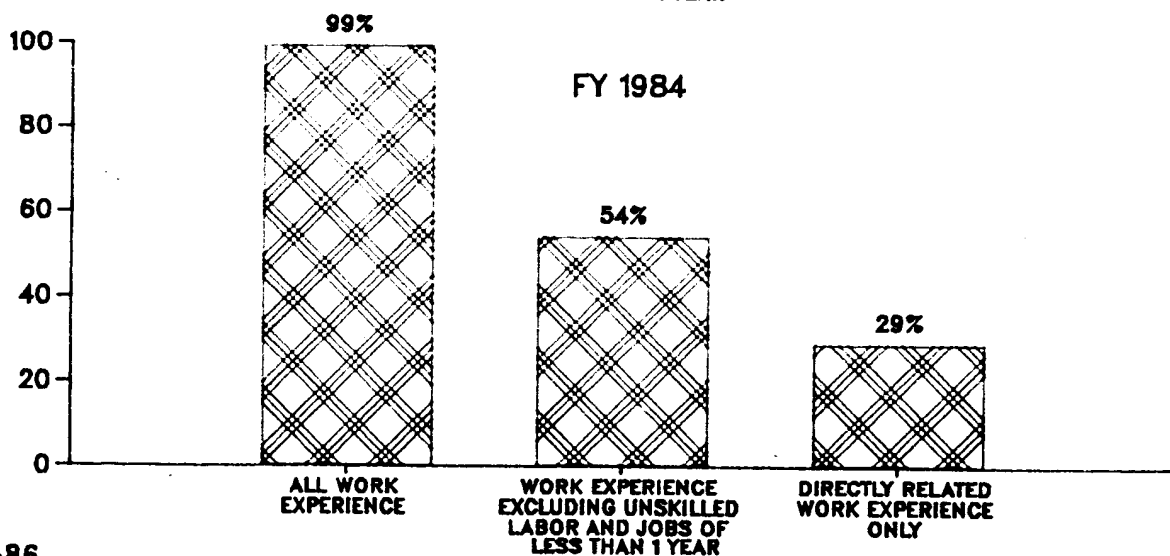
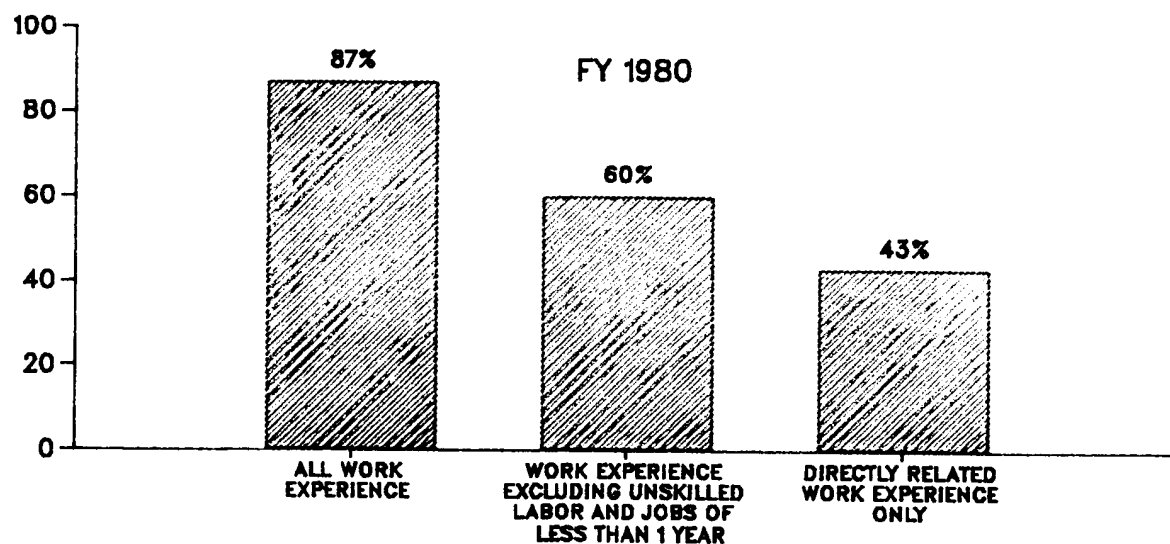
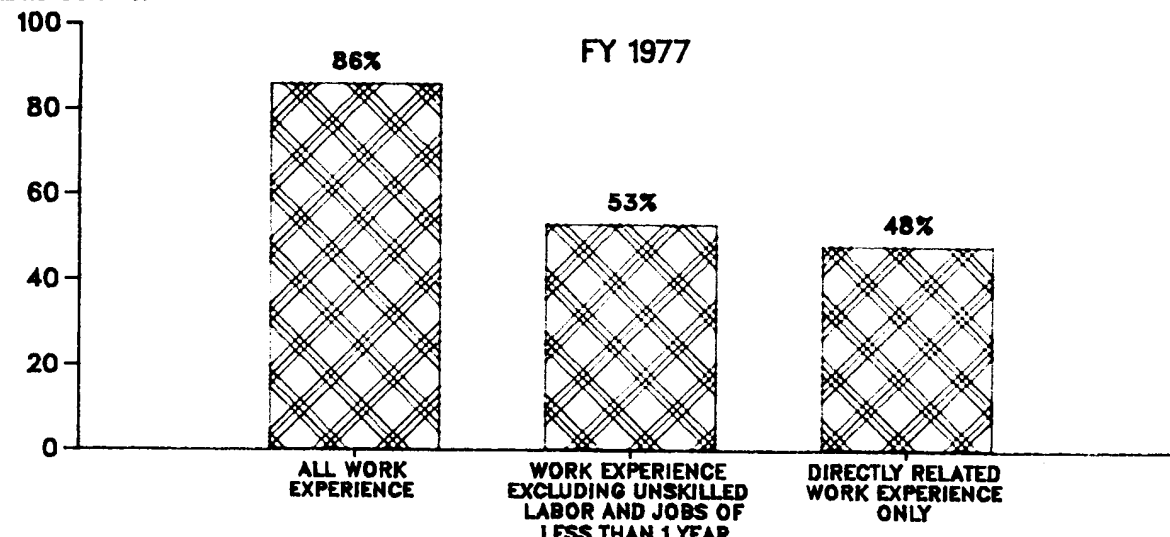
04-86

**SECRET**

**SECRET****GRAPH 2  
EDUCATIONAL LEVEL  
BY DEGREE****NUMBER OF EODs  
GRADES GS 7-11**

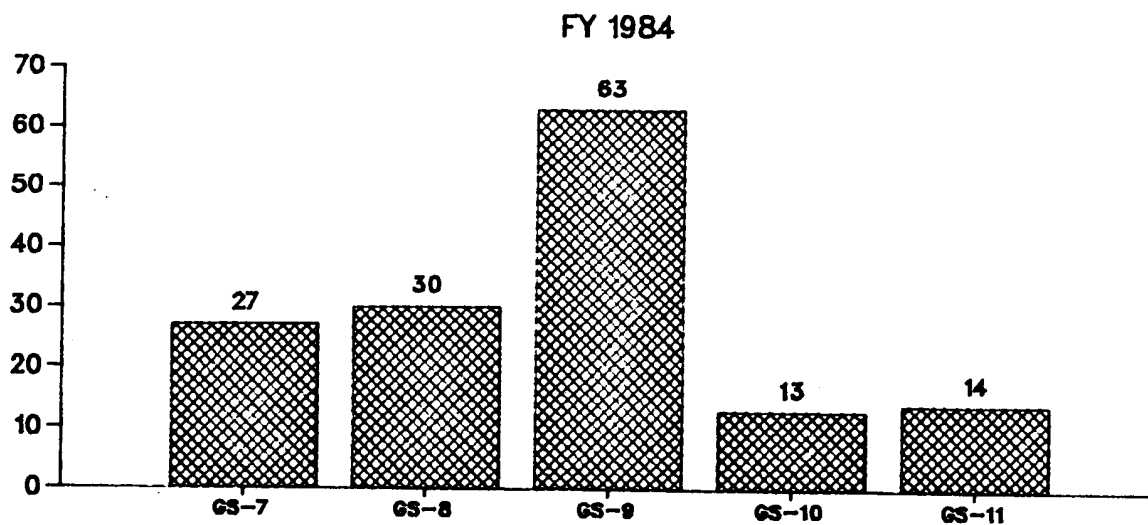
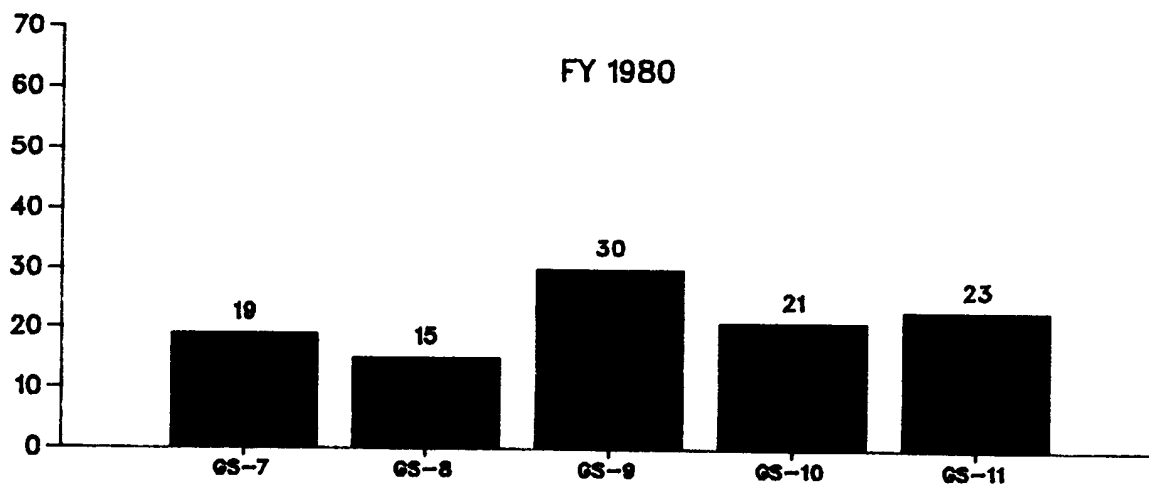
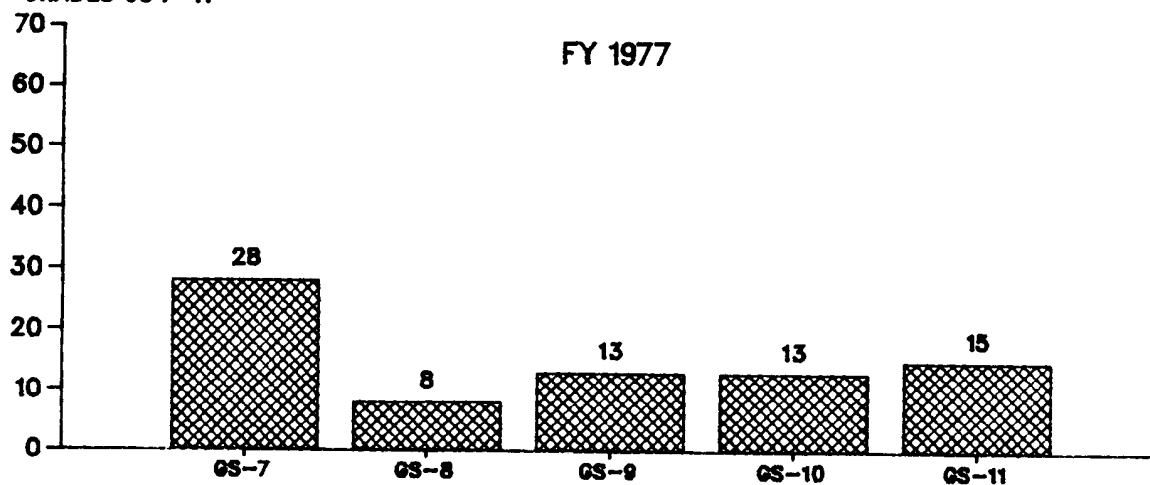
04-86

**SECRET**

**SECRET****GRAPH 3****WORK EXPERIENCE****PERCENT OF EODs  
GRADES GS 7-11**

04-86

**SECRET**

**SECRET****GRAPH 4**  
**ENTRY GRADES****NUMBER OF ENTRANTS  
GRADES GS 7-11**

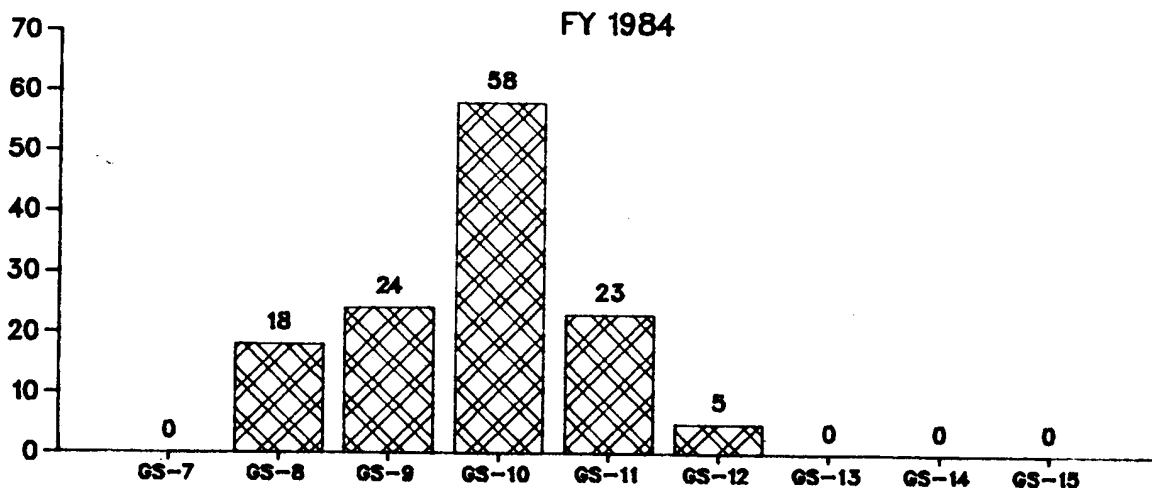
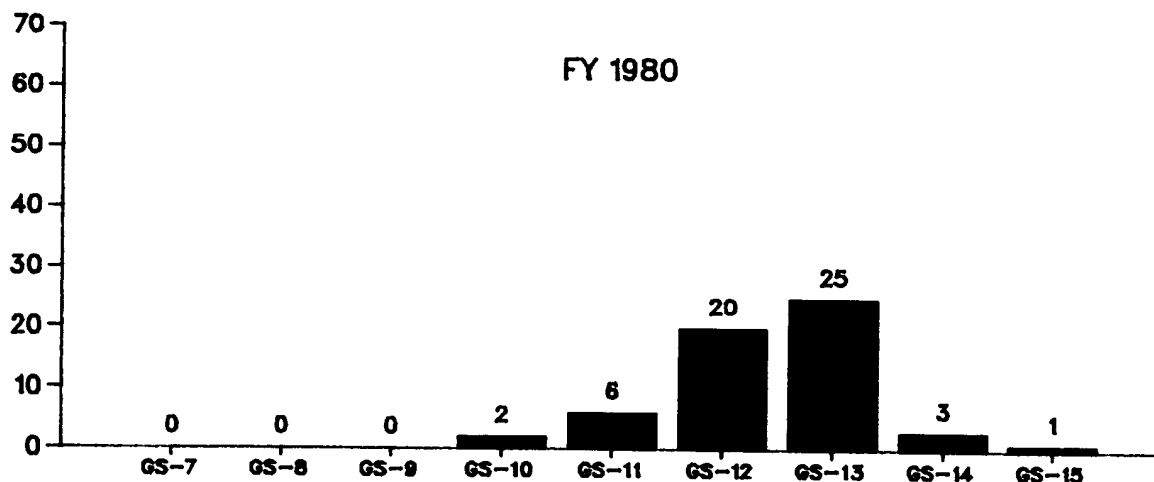
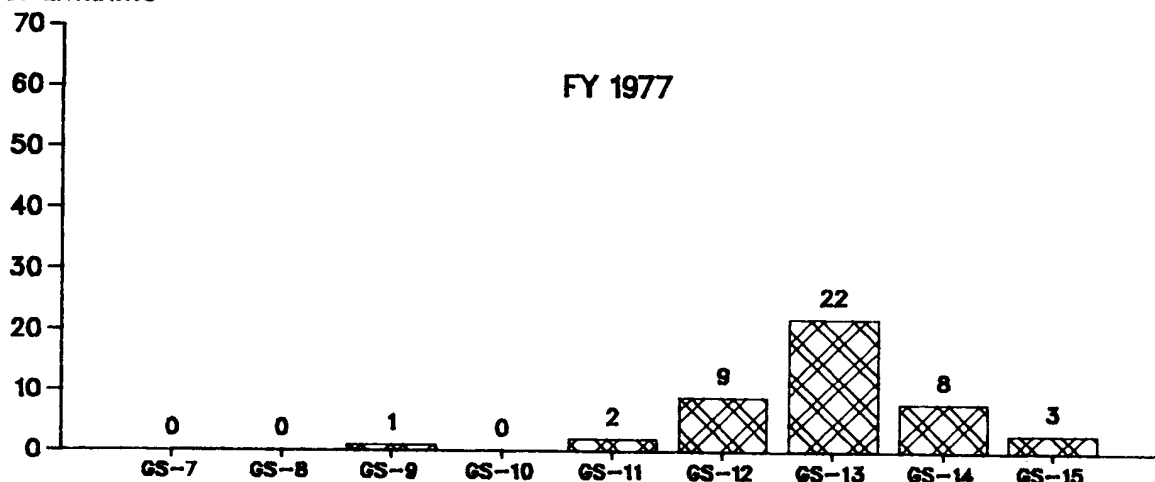
04-86

**SECRET**



**SECRET**

**GRAPH 5**  
**CURRENT GRADES FOR REMAINING EODs**  
**AS OF APRIL 1986**

**NUMBER  
OF ENTRANTS**

04-86

**SECRET**